

25 July 1973

Major General J. F. Kirkendall  
Commandant  
Armed Forces Staff College  
Norfolk, Virginia 23511

Dear General Kirkendall:

Thank you for your letter of 14 June inviting me to address the 54th Class of the Armed Forces Staff College. I would be delighted to make the presentation on the National Intelligence Community on 9 October.

I will have my office get in touch with Major Griffith of your Guest Speaker Office to make the arrangements. It will be a pleasure to join you once again.

Faithfully,

/s/ Vernon A. Walters

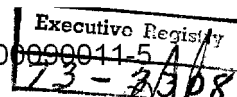
Vernon A. Walters  
Lieutenant General, USA  
Acting Director

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Approved For Release 2006/11/07 : CIA-RDP80R01731R001900090011-5



**ARMED FORCES STAFF COLLEGE**  
**OFFICE OF THE COMMANDANT**  
**NORFOLK, VIRGINIA 23511**

**14 JUN 1973**

Lieutenant General Vernon A. Walters, USA  
Deputy Director  
Central Intelligence Agency  
Washington, D. C. 20505

Dear General Walters:

One of the key elements in our curriculum is our guest lecture program comprised of distinguished speakers who add their expertise to the various fields of study conducted here at the Armed Forces Staff College. The 54th Class of the Armed Forces Staff College will begin in mid-August, and I sincerely hope that you will join us again and make the presentation on the National Intelligence Community which is tentatively scheduled for Tuesday, 9 October, at 1000. The normal operating procedure, you'll recall, is for the lecture to last 45 minutes followed by a 15-minute break and a 45-minute question period. I will be very pleased if, following your presentation you can join me for lunch with a few students and faculty members.

Your lecture on the National Intelligence Community is a key segment of our curriculum, since our students need a firm understanding of the role intelligence plays in the national security process in order to be prepared to plan and organize large scale joint and combined operations. While the intelligence functions at various levels of military organization are studied and taught throughout the course of instruction at AFSC, this particular lecture serves as the overall introduction to United States intelligence capability.

During this introduction, there are several areas that are germane to the curriculum and of special interest to the student body. First consideration is the organization, mission, and capability of the U. S. intelligence community. If this can be accomplished by placing the present structure and status in historical perspective to basic national law and to the U. S. World War II intelligence structure, a more complete understanding will be achieved. The relationship among the DCI, DIA, and NSA and other elements of the intelligence community will comprise a major portion of this part of the lecture.

Also of interest is the contribution of the intelligence community to the national policy-making process and its role in overseas operations. A

Lieutenant General Vernon A. Walters, USA

discussion of collection capabilities and limitations would serve to complete the picture of U. S. intelligence at the national level. Some brief examples of specific information gained through overseas operations or through visits to this country by foreign national leaders will add interest and support the confidence military officers have in our intelligence capability.

I am enclosing a breakdown of the 54th Class composition, a summary of our course of instruction, and other data which will be of interest.

There is one feature of our guest speaker program that I wish to emphasize. We have a strict nonattribution policy, and the speaker can be assured that his remarks will not be discussed outside the College. This permits a frank discussion of controversial issues and greatly enhances the learning experience of the student body.

I hope I have covered the salient points but we will be happy to enlarge on them if you wish.

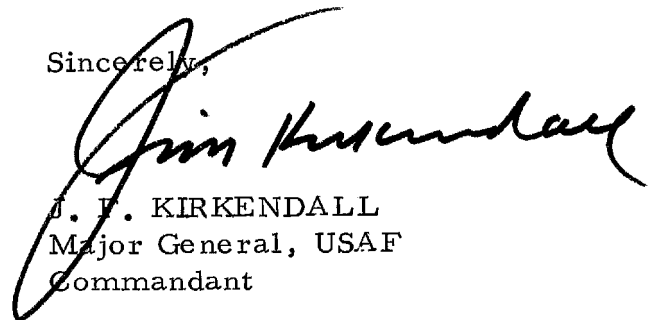
Major Ruth A. Griffith, USAF, of my Guest Speaker Office (Phone: (804)-444-5422), will complete the arrangements for your visit.

*antover: 690-*

I certainly look forward to welcoming you back to the College.

Very best personal regards.

Sincerely,



J. F. KIRKENDALL  
Major General, USAF  
Commandant

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1. 54th Class Composition
2. Course Summary
3. Information Sheet - Mission
4. Information Sheet - Administrative

54th CLASS COMPOSITION  
AND SECURITY CLEARANCE INFORMATION

Class composition is as follows: Officers, both male and female, are in the grade of major/lieutenant colonel or lieutenant commander/commander. Civilians are of equivalent grade. Average age of the students is 36 years.

<u>U. S. military officers</u>	<u>Women officers</u>
80 Army	2
80 Air Force	1
62 Navy	-
18 Marine Corps	-
2 Coast Guard	-
1 NOAA (National Oceanic Atmospheric Administra- tion, Dept. of Commerce	-
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Civilians

- 1 Department of State
- 1 CIA - Central Intelligence Agency
- 1 DIA - Defense Intelligence Agency
- 4 NSA - National Security Agency
- 1 DSA - Defense Supply Agency
- 2 Department of the Air Force
- 1 Navy Department
- 2 Department of the Army

13

Allied officers

- 1 Australia
- 2 Canada
- 2 France
- 4 United Kingdom
- 5 West Germany

14

TOTAL            270

All students are cleared for access to Top Secret material -- the foreign students by their own governments. Although these allied officers are authorized access only to such U. S. classified information as has been approved for release by appropriate disclosure authorities in accordance with National Disclosure Policies, it is desirable that they participate in the course of instruction to the fullest extent practicable. They are excluded only when the application of the National Disclosure Policies would require such modifications in the presentation as to nullify its effectiveness for U. S. students.

COURSE SUMMARY

Course I Administration and Orientation: Contains the necessary academic matrix for orderly conduct of the curriculum. Included is the "Basis for National Security" block of instruction. This block is designed to familiarize the students with the process and mechanisms by which national security policy and decisions are made and includes both internal and external factors.

Course II U. S. Military Forces: Designed to establish a fundamental understanding of the doctrine, organization and capabilities of all U. S. military forces as a prerequisite to the study of joint and combined topics.

Course III Defense Management: Focuses on the planning, programming, and budgeting processes practiced within the United States Government, the Department of Defense and the service departments, and on the problems of allocation of resources, choices among alternatives, and trade-offs.

Course IV Organization and Command Relationships: Involves a study of the National Command structure, to include the National Security Council, Department of Defense, Joint Chiefs of Staff, U. S. Unified Commands and the NATO military organization.

Course V Joint Staff Responsibilities and Procedures: Is the College core curriculum. All the joint staff functions are studied in a step-by-step development of a common scenario and the use of the joint planning process.

Course VI Environment and Strategy: Covers a wide ranging spectrum of several blocks of instruction. Included are a series of lectures scheduled randomly throughout the curriculum and catagorized generally as the United States environment and the international environment. The lectures familiarize the students with the broad national and international environment in which joint and combined forces operate. Major societal problems confronting contemporary leaders are explored by the students in seminar activity and lecture series. A NATO exercise and supporting lecture examine some of the military, psychological, economic, political, and geographical problems of the North Atlantic Treaty Organization. A week long strategy seminar that is the last academic event of the curriculum brings together all the products of the previous weeks of instruction.

Course VII Communicative Arts: Is initiated early in the curriculum and focuses on improving these essential skills largely through individual study and effort continuing throughout the entire class.



## **MISSION**

The Armed Forces Staff College was established on 13 August 1946 as a joint institution under the jurisdiction of the Joint Chiefs of Staff. The mission of the College is to conduct a course of study in joint and combined organization, planning, and operations, and in related aspects of national and international security, in order to enhance the preparation of selected US and Allied military and civilian officers for duty in all echelons of joint and combined command.

## **THE CLASS AND SEMINAR INFORMATION**

Two 5-month courses are presented each year, terminating in January and June. In addition to approximately 250 U.S. officers of the Army, Navy, Air Force, Marine Corps and Coast Guard, the student body includes civilian representatives from several U.S. government agencies and normally allied officer students from Australia, Canada, France, New Zealand, West Germany, and the United Kingdom. The average age of the students is 35 and they are either majors or lieutenant colonels, or the military or civilian grade equivalent.

The students are grouped into seminars for the conduct of certain major units of instruction by the conference method. It is the policy of the College to provide seminar membership in multiples of 3 (Army, Navy/Marine Corps, Air Force) with allied officers and civilian students apportioned equally to all seminars as numbers permit. The composition of the seminar is designed to assure maximum range of rank, experience, and Service specialization. However, the extent to which seminar representation can reflect Service specialization must be kept compatible with the degree of individual participation desired in seminar work and possible only in small discussion groups. It is an important facet of instruction that students share thinking in a personal way, that fellowship be cultivated, and that individual responsibility for the group's efficiency be stressed. To foster its academic principles most effectively and to derive maximum benefit from conference-type instruction, the College holds that the optimum number of students per seminar is no fewer than 12 and no more than 18.

Faculty officers, of different military Services, are detailed to each seminar as permanent advisers. The responsibility of the permanent faculty adviser is to provide guidance and assistance to his assigned students, and the relationship is necessarily a close one.

From time to time temporary seminars are formed by interchanging students among seminars. One faculty adviser is delegated responsibility for each temporary seminar for the purpose of conducting a single unit of instruction; upon completion of the unit another set of temporary seminars may be formed or the students may return to their permanent seminars. This procedure assists in accomplishing College objectives by giving students the opportunity to exchange ideas with the maximum number of other officers.

## **STUDENT SECURITY CLEARANCE**

All U.S. students are cleared for Top Secret information; each allied student is cleared by his own government for information of a classification equivalent to U.S. Top Secret. Essentially the College respects the clearance afforded the students by their governments insofar as is permitted by U.S. security regulations contained in the National Policy and Procedures for the Disclosure of Classified Military Information to Foreign Governments and International Organizations (NDP-1).

## **THE GUEST SPEAKER PROGRAM**

The guest speaker program is one of the most interesting and important features of the Staff College curriculum, for it provides the students with an opportunity to personally hear and question distinguished men and women whose contributions have made them leaders in their fields. Guest lecturers are encouraged to present their views in an environment of academic freedom, while students are urged to conduct responsible intellectual inquiry in the question and answer period.

Guest lectures usually support specific seminar instruction and are scheduled with the associated block of instruction; however, the Staff College also supports or participates in several special lecture series which complement the curriculum as a whole and are scheduled throughout the course. The General Delos C. Emmons series, which was inaugurated on 23 October 1969 to honor the first Commandant of the Staff College, highlights speakers of special eminence. The Art of Command Lectures, established in 1970 and also part of the Delos C. Emmons series, present the personal views of some of the most successful commanders of our time. Lectures of current interest are interspersed throughout the course, and annually the Staff College participates in the Kermit Roosevelt Lecture Program, a British-U.S. supported exchange lecture series.

## **AUDITORIUM PROCEDURES**

All guest lectures are presented in the College auditorium in Normandy Hall. The auditorium seats approximately 700 persons, but audiences do not normally exceed 300. Attendance is limited to the faculty, staff, and student body of the College and to senior officers of the Armed Services from adjacent commands. The speaker's rostrum is equipped with a lapel microphone to permit freedom of movement on the platform. The public address system is regulated to conform to the speaker's voice for audibility throughout the auditorium.

It is customary for guest speakers to give a 45-minute address. After a short break, which affords the students an opportunity to formulate questions on the subject presented, there is a discussion period during which the speaker answers questions from the audience. A member of the faculty monitors this period; student assistants handle microphones, which are passed to prospective questioners in the audience. Students are encouraged to participate in accordance with their education, training, and experience. The speaker can expect them to be a receptive audience, asking timely and stimulating questions which may touch upon controversial aspects of the subject, delve further into it, or call for clarification of certain points raised by the speaker. Since the real value of the guest speaker program is the frank discussion of classified or controversial subjects by eminent speakers, the College safeguards this privilege of free expression. The auditorium is secure and intellectual freedom is a fact. The speaker can be assured that his words will carry no further than his audience.

No notes are taken, but the lectures and informal question periods are recorded; however, if the guest speaker requests, no recording will be made. A tape recording of the lecture can be provided the speaker, if required. Transcripts of guest lectures are not made available to agencies or persons outside the College without specific approval of the speaker.

ADMINISTRATIVE INFORMATION  
FOR VISITORS TO AFSC



TRANSPORTATION

**Commercial**

**Norfolk Regional Airport**, which is approximately 30 minutes from the Staff College, is served by four commercial airlines: United, National, Piedmont, and Allegheny.

**Military**

**Norfolk NAS (Chambers Field)**

Located 15 minutes from the Staff College by automobile. Norfolk NAS is the most convenient arrival point. Aircraft will be directed to taxi to Base Operations where the AFSC escort officer will meet the guest speaker and accompany him to the Staff College.

**Langley AFB (Hampton, Virginia)**

Langley AFB is approximately 30 minutes from the Staff College by automobile.

**Oceana NAS (Soucek Field)**

Located in Virginia Beach, Oceana is approximately 35 minutes from AFSC by automobile.

ESCORT

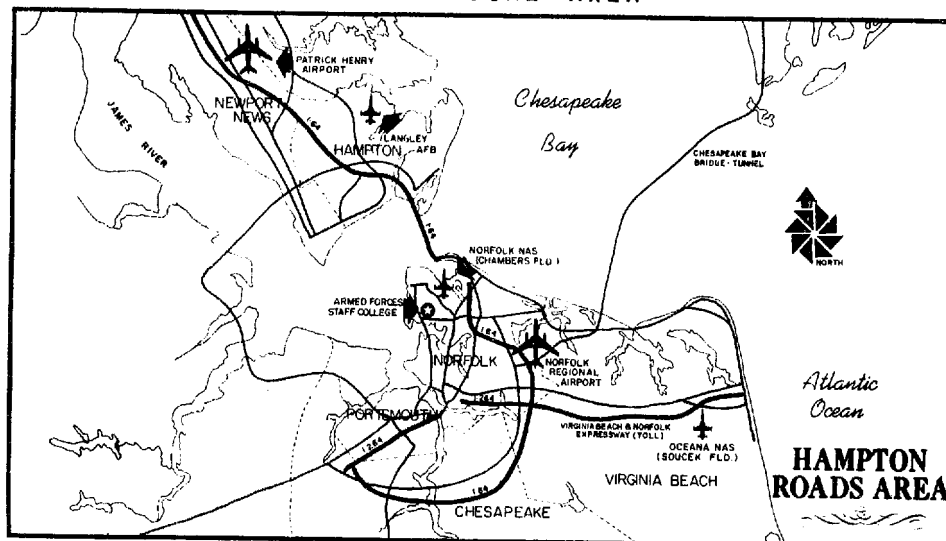
Upon arrival in Norfolk, guest speakers are met by a member of the faculty who will provide any assistance, including storage of classified material. The speaker should inform the Guest Speaker Office of his method of travel and time and place of arrival as soon as practicable.

QUARTERS AND MEALS

There are a few military facilities which can accommodate families should the guest or a member of his party be accompanied. Additionally, there are many motels in the area, and the AFSC Guest Speaker Office will be happy to make all quarters arrangements for the speaker and his party.

The Norfolk area boasts a number of fine restaurants and, with the many military installations, offers a number of officers' clubs with excellent dining facilities.

MAP OF LOCAL AREA



IMPORTANT TELEPHONE NUMBERS

**MAJ GEN J. F. Kirkendall**

Office:

Commercial (703) 444-5302

Home:

(703) 489-1223

**Armed Forces Staff College Dispensary**

dial 444-5052

(After duty hours a duty corpsman is on duty and can be contact the On-call Medical Officer.)

**Autovon**

To make Autovon calls dial 444-7861 (Naval Communications Center) and give the Autovon number to the operator.

The AFSC Autovon number is 690 plus the extension (i.e., 690-5302).

**AFSC Duty Officer** - 444-5132

**Guest Speaker Office** - 444-5422/5109

**Motor Pool**

duty hours - 444-5529

non duty hours - 444-5542

**AFSC BOQ**

Desk - 444-5311

VIP Suite - 444-6350